DOC. #5461
ADOPTED
(See Bd Mins for Doc. Folio) 12/19/91

FY92 ORGANIZATION

CITY OF BOSTON
Raymond L. Flynn,
Mayor

BOSTON
REDEVELOPMENT
AUTHORITY
Stephen Coyle,
Director

Clarence J. Jones
Chairman
Michael F. Donlan,
Co-Vice Chairman
Francis X. O'Brien,
Co-Vice Chairman

James K. Flaherty,
Treasurer
Consuelo
Gonzales-Thornell,
Member

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FY92 ORGANIZATION

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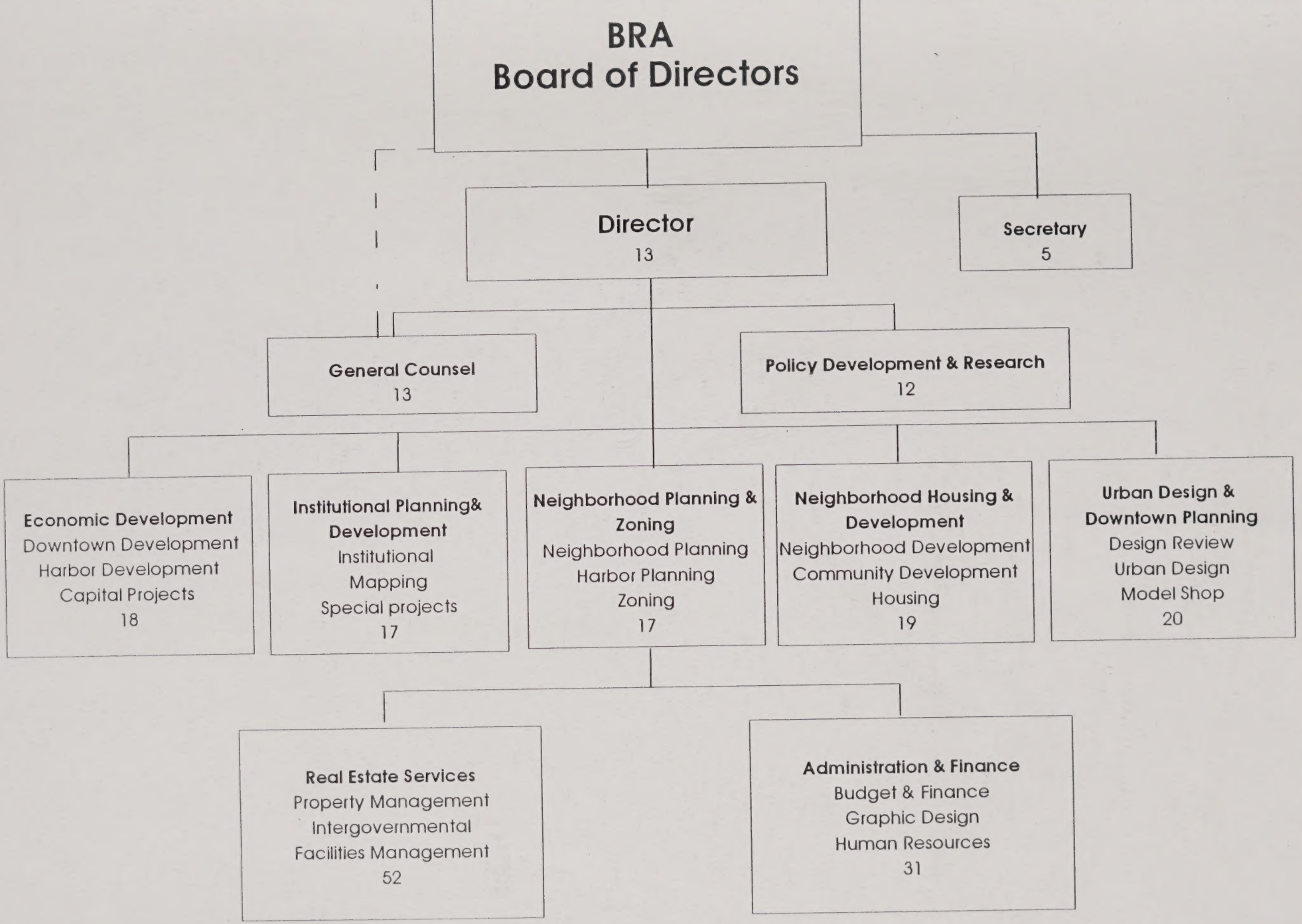
FY92 ORGANIZATION

In August, 1986, the first Boston Redevelopment Authority organization plan in seventeen years was adopted in order to provide more effective operations in response to Boston's economic revitalization and growth pressures. The 1986 organization was based on the demand for BRA services. It emphasized the BRA's housing, harbor and neighborhood planning functions in the context of the growth economy.

This organization for fiscal year 1992 also responds to demand for BRA services along with the changes which have occurred during the past five years. Many of the initiatives and projects identified in the mid 1980s have been undertaken and completed. Successful development and disposition of BRA parcels has been particularly effective in reducing demand for staff support, as has the closure of several rezoning efforts in neighborhood, downtown, and waterfront districts. The number of staff has been reduced by approximately one third since 1987. Changes in the City's economic climate also create a demand for change in the BRA's organization

In the proposed organization plan the basic structure of the executive offices and the nine operating departments remains constant. Two departments remain policy oriented and one continues to provide administrative services while the others will provide programmatic services. The executive, policy and administrative functions are unchanged. The programmatic departments are modified to reflect changes in BRA programmatic objectives and the economy. New initiatives in economic and institutional development require the creation of the Economic Development and Institutional Planning and Development departments. The completion of many engineering and harbor objectives and the reduced scope of the remaining objectives in these areas allow the absorption of these responsibilities by other BRA programmatic departments.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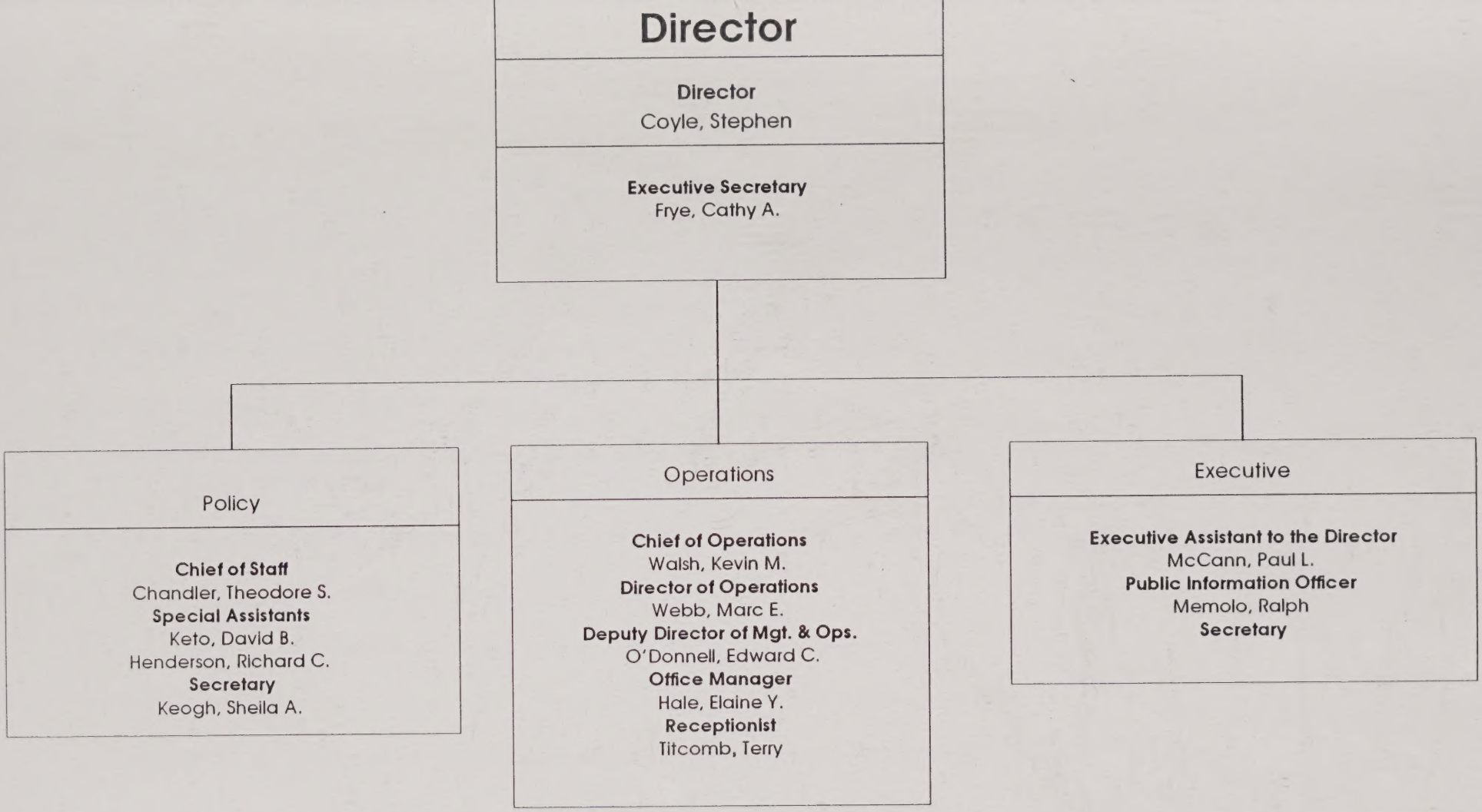
DIRECTOR'S OFFICE

MISSION

The Director's Office provides executive leadership and management oversight to the BRA operating departments. Major policy planning functions include working with each department to formulate work programs and budgets for each fiscal year, coordinating interdepartmental projects, and making recommendations to the Board of Directors for action.

MAIN FUNCTIONS

- Ensure intergovernmental coordination and the appropriate progress of projects by means of ongoing departmental analysis and review, according to work programs.
- Further the BRA's initiatives and policy goals by advocating and lobbying for appropriate legislation to facilitate project development.
- Secure project funding from a wide range of resources, public and private.


Director
Director
Coyle, Stephen
Executive Secretary
Frye, Cathy A.
Policy
Chief of Staff
Chandler, Theodore S.
Special Assistants
Keto, David B.
Henderson, Richard C.
Secretary
Keogh, Sheila A.
Operations
Chief of Operations
Walsh, Kevin M.
Director of Operations
Webb, Marc E.
Deputy Director of Mgt. & Ops.
O'Donnell, Edward C.
Office Manager
Hale, Elaine Y.
Receptionist
Titcomb, Terry
Executive
Executive Assistant to the Director
McCann, Paul L.
Public Information Officer
Memolo, Ralph
Secretary

AMENDED BY

ADOPTED 1/9/72

3464

1/9/72

SECRETARY'S OFFICE

MISSION

The By-Laws of the Authority state as follows: "The Secretary shall keep the records of the Authority, shall act as clerk of the meetings of the Authority and record all votes, and shall keep a record of the minutes of the meetings of the Authority in a record book to be kept for such purposes, and shall perform all duties incident to his office. He shall keep in safe custody the seal of the Authority and shall have the power to affix such seal to all contracts and instruments authorized to be executed by the Authority."

The Executive Director is the ex officio Secretary of the Authority as stated in M.G.L. Chapter 121B.

MAIN FUNCTIONS

- Handle all Freedom of Information requests as required by law, and court summonses for documents in cases involving litigation.
- Issue Certificates of Votes needed in connection with closings, contracts, and other legal documents.
- Certify official documents and records.
- Advertise for bids, Requests for Proposals, public hearings and public notices required by law.
- Oversee bid openings and tabulations of bids for all Authority bidding activities.
- Provide secretarial, administrative and support serves for the Members of the BRA Board.
- Handle special assignments as directed by the Board and/or the Director.
- ACTS AS IS Acting Dir. in Absence = Dir.

Under M.G.L. Chapter 121A and Chapter 652 of the Acts of 1960, the Secretary is responsible for transmitting the Authority's approvals for 121A projects to the Mayor for his approval, and the attestation of the Mayor's signature for each project. The Secretary is also responsible for filing with the City Clerk the official documents after approvals by the Authority and the Mayor.

The Executive Director is responsible for handling all of the Authority's insurance coverage including public liability, fire, property damage, automobile, fidelity, travel, Director's and Officers, etc.; plus the preparation of specifications, consultation with insurance advisors and negotiation with successful bidder(s) and the processing of all claims.

See amendment
1/9/72
Doc. # 5464

SECRETARY'S OFFICE

MISSION

Maintain the official records of the BRA, including minutes of Board meetings and actions, all contracts and insurance coverage.

Secretary

Executive Director / Secretary
Simonian, Kane

Senior Administrative Assistant
Hannon, Susan M.
Administrative Assistant
Costantino, Jessica
Construction Supervisor
Keohane, Kenneth V.

Archives

Chief Archivist
Quill, Edward W. - **COB**
Administrative Assistant
Gillis, Laurence J. - **COB**
Administrative Clerk
Kelley, Loretta M.

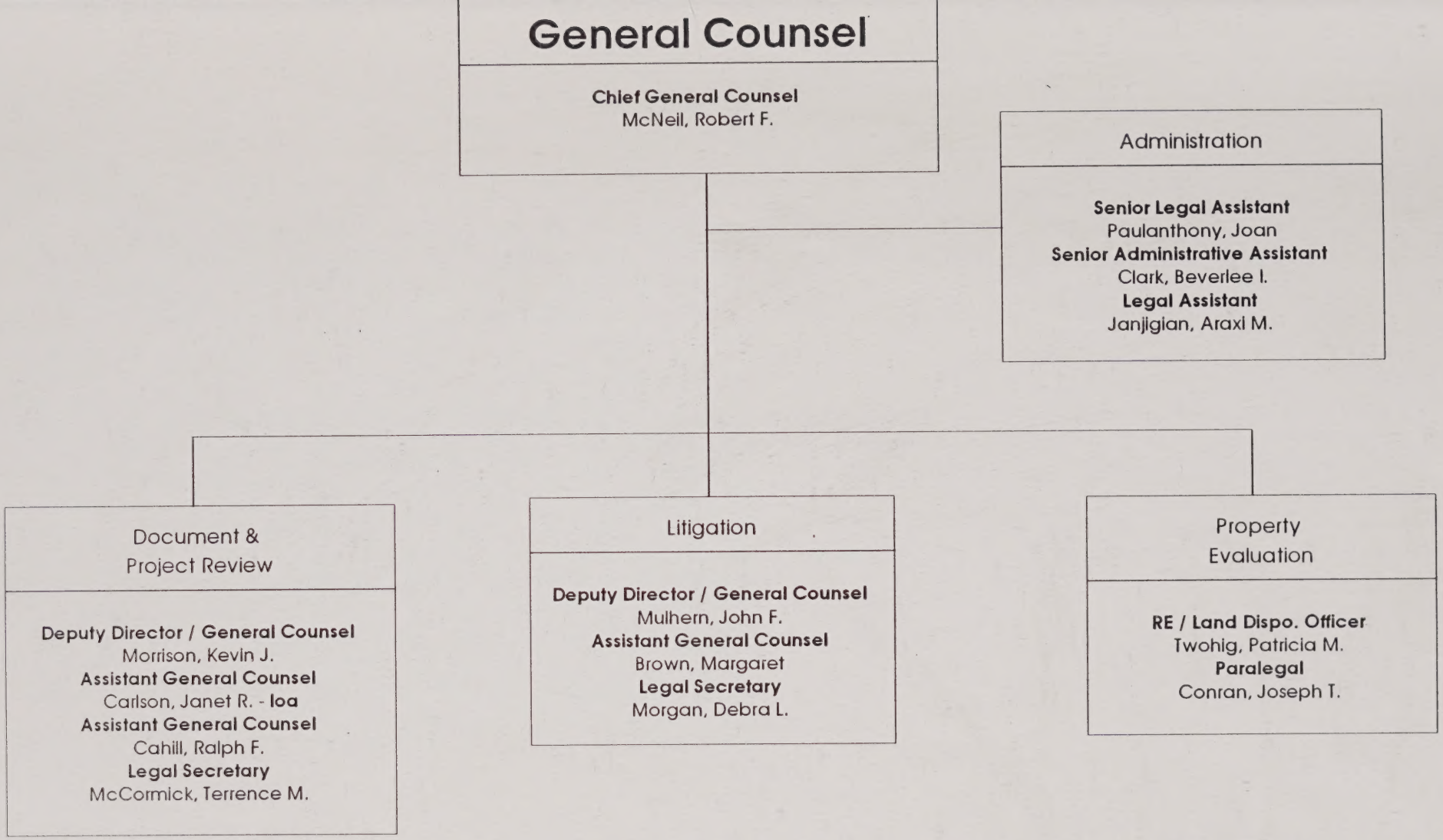
GENERAL COUNSEL

MISSION

Provide primary and supporting legal services and opinion to the BRA's functions, especially in the form of handling the administrative requirements of the BRA's enabling legislation.

MAIN FUNCTIONS

- Handle legal matters of negotiations, document preparation and project review, land dispositions and litigation.
- As necessary, retain outside counsel for specialized litigation.
- Conduct property assessments and valuations.


General Counsel
Chief General Counsel
McNeil, Robert F.
Administration
Senior Legal Assistant
Paulanthony, Joan
Senior Administrative Assistant
Clark, Beverlee I.
Legal Assistant
Janjigian, Araxi M.
Document & Project Review
Deputy Director / General Counsel
Morrison, Kevin J.
Assistant General Counsel
Carlson, Janet R. - loa
Assistant General Counsel
Cahill, Ralph F.
Legal Secretary
McCormick, Terrence M.
Litigation
Deputy Director / General Counsel
Mulhern, John F.
Assistant General Counsel
Brown, Margaret
Legal Secretary
Morgan, Debra L.
Property Evaluation
RE / Land Dispo. Officer
Twohig, Patricia M.
Paralegal
Conran, Joseph T.

POLICY DEVELOPMENT AND RESEARCH

MISSION

Provide a basis for policy recommendations, conducting in depth and detailed research and analysis of residential and commercial, demographic and social, economic and market trends, in all relevant geographical areas. Major topical areas of coverage are for housing, commercial and institutional development.

MAIN FUNCTIONS

- Conduct special interdisciplinary exercises, such as coordinating and assisting in the organization of conferences and meetings, plus preparing special reports on subjects such as the equitable provision of mortgage finance for home ownership opportunity.
- Publish reports and journals.
- Provide valuable public information services through the BRA Library.
- Use available data as much as possible (for example the Federal census) as a base for analyses.
- Develop and run econometric forecasting models for development impacts.

ECONOMIC DEVELOPMENT

MISSION

Encourage, review and facilitate the development of projects and disposition of remaining BRA parcels in the downtown, Midtown Cultural District and Chinatown, as well as on the harbor and in waterfront neighborhoods, including the Charlestown Navy Yard, the Fan Pier and Fort Point district.

MAIN FUNCTIONS

- Maximize the provision of public benefits and amenities such as public access to the waterfront and Harborwalk along the water's edge, plus the continuing improvement of water transportation infrastructure.
- Working within the established guidelines of district plans, review and analyze commercial, cultural, retail and housing projects in accordance with Article 31.
- Conduct environmental review and analysis.
- Undertake project management of all projects in the Midtown Cultural District and Chinatown.
- Manage complex major projects such as the New Boston Garden Arena development and the domed stadium feasibility study.
- Prepare and implement the BRA Annual Capital Plan.
- Review development proposals and access plans for significant infrastructure impacts.

Economic Development

Assistant Director for Economic Development
Barrett, Paul L.

Administration

Administrative Assistant
Smith, Rosmond B.
Administrative Clerk III
Harris, Mildred V.
Administrative Secretaries
Lamb, Kathryn J
Eligon-John, Wendy A.

Environmental Review Officer
Mertens, Richard B.

Downtown Development

Deputy Director / MTCD Development
Delorey, Brian M.
Project Manager / Finance
Loveluck, Juan Carlos
Director of Planning / Chinatown
Yeh, Ting-Fun
Coordinator MTCD
Ings, Margaret A.

Harbor Development

Deputy Director
Karen, Victor W.
Director of Special Projects / Harbor
Roche, J. Edward
Project Coordinator
O'Brien, John F.
Architect / Planner
Klabin, Don -k
Project Assistant
Sullivan, James L.

Capital Projects

Assistant Director for EDS
Reavis, Paul E.
Chief Project Engineer
Barbato, William R.
Contract Manager
Adams, Basil A.
Administrative Assistant
Burke, Richard J.

INSTITUTIONAL PLANNING AND DEVELOPMENT

MISSION

Institutional master plans have already been fashioned in concert with the community for several universities and hospitals; this planning process needs to be completed for the remaining institutions contemplating expansion and/or renovation in generally tight geographical confines.

MAIN FUNCTIONS

- Manage the master planning and development review process, including the coordination of community input and development of zoning requirements, for Boston's numerous institutions, which have continued to experience strong levels of operations and physical growth despite economic downturns.

- Manage development process for hospital and university facilities, as well as complex biomedical research projects such as the South Station Technopolis.

- IPD also includes the BRA mapping division.

Institutional Planning & Development

Assistant Director for Institutional Planning & Development
Kavanaugh, Gerard

Administration

Administrative Assistant II
Zambuto, Joanne M.
Administrative Secretary
Rice, Delores M.

Institutional

Deputy Director
Hunter, Michael J.
Senior Planner
Gray, Karen G.
Project Coordinators
Mathieson, Carole E.
Mulligan, Richard A.
Project Assistant
Callahan, Dennis C.

Mapping

Super. / Computer Cartographer
Bouyer, Robin A.
Engineering Assistant
Zeipe, Mirdza
Senior Technician
Neitz, Peter E.
Drafter II
Young, Veronica

Special Projects

Deputy Directors
Donnelly, E. Owen
Garver, Richard P.
Project Coordinator
Reilly, William A.
Coord. for Inst. & Proj. Plan.
Koff, Laurence K.
Senior Planner
Brophy, Lawrence E.

NEIGHBORHOOD HOUSING AND DEVELOPMENT

MISSION

Work toward finalizing plans for affordable housing production on the remaining appropriate parcels owned by the BRA, actively involving the community in planning. The community development function of this department is key to the continued progress, across intergovernmental agencies and offices, of important neighborhood revitalization projects such as Ruggles Center and Dudley Square.

MAIN FUNCTIONS

- Aggressively pursue public and private funding sources for neighborhood projects, especially for the creation and preservation of affordable housing.
- Provide site identification services and formulation of housing programs, plus select and designate housing development entities.
- As necessary, provide technical assistance to development groups, including community based non-profit organizations, facilitating production of affordable housing.
- Encourage and assist in the formation and growth of entrepreneurial and minority business enterprise.

Neighborhood Housing & Development

Assistant Director for NHD
O'Malley, Thomas J.

Administration

Office Manager
DeJesus, Marta
Administrative Secretary
Owens, Margaret C.

Neighborhood Development

Deputy Director for Neighborhood Econ. Dev.
Faria, Maria E.
Senior Architect
Kostaras, James G.
Senior Planner
Zeigler, Philip L.
Coord. of Special Projects
Lewis, Major H.
Chief Rehabilitation Specialist
McGilvray, Robert B.

Housing

Deputy Director
Torres, Antonio J.
Deputy Director
Rush, Robert W.
Director of Family Relocation
Smith, Joan E.
Project Manager
Burns, Laura E.
Housing Planner / Analyst
Schleifer, Aaron D.
Housing Assistant
Solomon, David C.

Community Development

Deputy Director for Comm. Econ. Dev
Johnson, Beverley E.
Assistant for Program Devel.
D'Amato, Andrea V.
Senior Planner
Gallegos, Floyd E.
Project Manager
Griffin, William F
Community Devel. Specialist
Thompson, Josephine P.

NEIGHBORHOOD PLANNING AND ZONING

MISSION

Manage the community planning process of neighborhood analysis, and the creation of new permanent zoning in all Boston neighborhoods.

MAIN FUNCTIONS

- Provide land use law expertise in drafting and reviewing zoning changes, including the integration of environmental policies and controls with economic policy to encourage and guide growth.
- Coordinate the rezoning process with the Boston Zoning Commission.
- Manage the Board of Appeal process, making recommendations to the Commission for actions on appeals to the zoning code.
- Coordinate with other government agencies and public organizations to develop regional growth management implementation measures, particularly regarding transportation, air and water quality, and economic growth issues.
- In Harborpark neighborhoods, plan and pursue public and private capital construction programs, including the restoration of Boston beaches.

Neighborhood Planning & Zoning

Assistant Director for NPZ
Haar, Linda S.

Administration

Administrative Secretary
Doherty, Ann T.
Clerk / Typist
Freeman, Joanna H.

Zoning & Waterfront Planning

Deputy Director / Director of Zoning & Waterfront Planning
Byrnes, Brian
Senior Planner / Harbor
Ennen, Thomas
Planning Officer II
Hadzipasic, Emel F.
Planner / Assistant Proj. Manager
McCormack, Mark
Assistant Director of Zoning
Walling, Joseph A. - **COB**
Senior Administrative Assistant
Hildebrand, S. Marguerite - **COB**
Administrative Assistant
Morancy, George
Technician
Devitt, Edward T.

Neighborhood Planning

Deputy Director
Ali-Salaam, Muhammad
Senior Planners
Wall, Cynthia A.
Gibbons, Richard M.
Araujo, Christine G.
Planning Officer I
Brown, Gary R.
Planning Officer II
Shaklik, Richard J.
Planner
Monestime, Hugues J.
Project Coordinator
Baker, David L.

URBAN DESIGN AND DOWNTOWN PLANNING

MISSION

Assist other departments' development review by managing project design review of downtown, waterfront, selected neighborhood and major institutional development proposals. In addition to its architects, landscape and urban designers, this department is complemented by the engineering and model making staff formerly in the Engineering and Design Services Department.

MAIN FUNCTIONS

- Undertake general project design review.
- Complete permanent plans for the remaining downtown districts.
- Continue the community based, comprehensive planning processes for each Special Study Area created by Downtown Zoning, as well as all design studies identified as part of various neighborhood planning initiatives.
- Undertake design review in support of other departments for all Zoning Board of Appeal referrals.
- Assist in master planning and project review for the Charlestown Navy Yard.

Urban Design & Downtown Planning

Assistant Director for UD & DTP
Russell, Homer

Administration

Office Manager
Constantino, Kathleen M.
Administrative Secretary
MacQuarrie, Linda J.
Special Assistant to BCDC
Farmer, Anne M.

Design Review

Deputy Director
Patrose, Prataap
Chief Senior Architect
Kroin, Robert
Director Landscape Design
Muirhead, Shirley M.
Architect
Saravelas, Thomas
Landscape Architect I
Johnson, Ann G.

Urban Design

Deputy Director / Director of Urban Design
Schmidt, Eric P.
Coord. of Plan Communications
Leonard-Muse, Karen A.
Architect / Urban Designer
Kabbani, Oussama R.
Project Manager
Tentindo, Nancy A.
Architect V
Carlson, David A.
Architect IV
Fein-Swaile, Sandra E.
Architect
Fiol Silva, Antonia - k

Model Shop

Senior Model Maker
Hurley, Kevin J.
Model Makers
Gaudette, Robert J.
LeBlanc, Richard S.
Beaton, John J.
Leach, William

REAL ESTATE SERVICES

MISSION

Manage and maintain the BRA's properties and facilities, inside and out. This includes routine security, clearing, fencing, minor demolition and elimination of health and safety hazards, at parcels and buildings which were acquired in decades past for urban renewal programs that were since disregarded.

MAIN FUNCTIONS

- Responsible for the BRA's park maintenance and seasonal plantings.
- Assist City departments with special neighborhood cleanup programs and events.
- Maintain records of tenant and contractor liability insurance.
- Coordinate intergovernmental land disposition and necessary acquisition activities to facilitate the assembly of parcels for redevelopment.

Real Estate Services

Assistant Director for RES
Bartosiak, Michael A.
Deputy Director
Kearney, Michael E.

Intergovernmental

Deputy Director
Fiumara, John N.
Assistant Director for Int. Gov.
Coviello, John D.
Senior Administrative Assistant
Hurney, Dennis G.
Administrative Assistant — Goldstein, Mel
Office Manager — Michalski, Arthur P.

Administration

Administrative Secretaries
Larkin, Patricia — Gill, Mary E
Howell-Jones, Barbara J.
Administrative Assistant
Manning, Kevin T.

Property Management

Deputy Director / Director of Property Managment
Dwyer, Edward C.
Supt. of Prop. Mgmt.
Hurley, David
Senior Administrative Assistant — Clark, Dolores I.
Office Manager — Gibbs, James W.
Administrative Assistants
Campbell, Paul W. — Norton, Stephen J.
Research Analyst / Real Estate
Gregory, Jr., Edward T.
Real Estate Specialist — Gonzalez-Guerra, Regla
Business Relocation — DeRosa, Peter J.
Working Supervisor
Flebotte, Paul W.
Foremen
Martin, Steve — Whitlock, Francis
Assistant Foreman
Cinelli, Armand R.
Laborers
O'Dwyer, John K. — Gaffey, Thomas F.
Osorio, Adalberto L. — McNamara, Edward J.
Valerio, Alvaro — McDonough, Charles S.
Murray, Jr. Alfred — Morancy, Charles J.
Lockhart, Alan — Cali, James V.
Connolly, John J.

Operations & Facilities Management

Deputy Director for RES
George, Joseph H.
Working Supervisor — Wilson, James
Foreman — Nealon, Leo A.
Laborors
McLaughlin, Thomas E. — Buttiglieri, George M.
Solares, Ricardo — Pimental, Juan L.
Senior Switchboard Operator
Healy, Nora B.
Switchboard Operator
Hamilton, Mary
Word Processing Manager — Downey, Roberta A.
Word Processing Technician III — Beard, Joan W.
Copy Service Technicians
Maines, Donald J. — Sebago, Paul F.
Keenan, Stephen P. — Crowe, Francis
Super. / Mapping Repro. Div.
Christos, Lesley S.
Administrative Assistant
Cannata, Michael J.

ADMINISTRATION AND FINANCE

MISSION

Manage and maintain the financial activities and provide the support functions for BRA operations; work with outside auditors to ensure compliance with generally accepted accounting principles in controlling and enforcing internal accounts and the operating budget.

MAIN FUNCTIONS

- Develop and implement administrative policies and procedures.
- Utilize management information services to administer primary and supporting functions of time management and analysis, record keeping, development research and analysis, plus general office management.
- The Human Resources division is a part of this department, as are the offices for graphics, purchasing and accounts payable.

Administration & Finance

Assistant Director for A&F
Noonan, Joseph J.
Administrative Secretary
Sullivan, Vita M.

Budget and Finance

Deputy Controller
Laterz, J. Michael
Assistant Controller
Kelliher, Francis X.
Budget Manager
Lawrence, Alice V.
Contracts Manager
Arnold, Robert F.
Accountant I
Salters, Ronald P.
Financial Analyst
Fields, Kenneth P.
General Accountant
McNally, Francis P.
Adams, Francis X
Accounts Payable Analyst
Lynch, Sharon

Management Information Systems

Manager of MIS
Abbey, Hillary
DP Assistant
Thompson, Alicia L.

Staff Services

Purchasing Agent (Acting)
O'Dwyer, Barbara A.
Senior Administrative Assistant
Woronoff, Bernard
Administrative Assistant
Parolin, Ann B.
Purchasing Clerk
Malone, Susan M.
Administrative Clerk
Leblanc, Denine M.

Human Resources

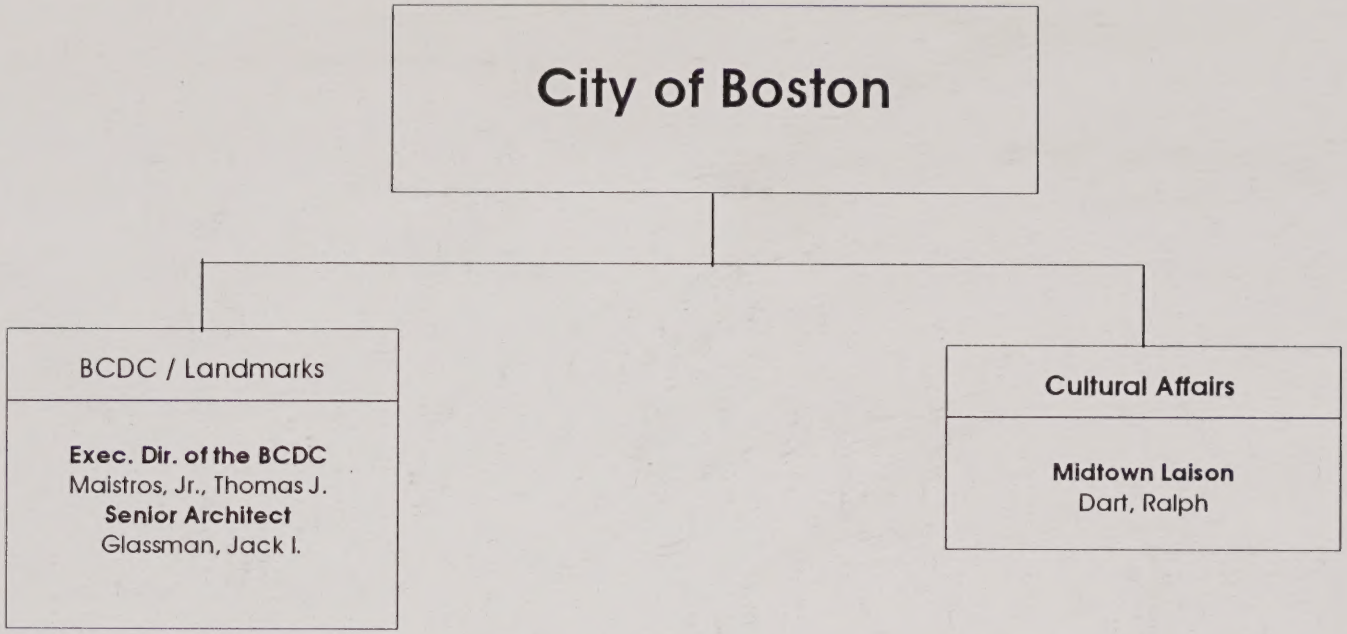
Director of Human Resources
McLennan, Bernice C.
EAP Coordinator / Human Resource Administrator
Grant, Arlyne F.
Special Assistant
Tuttle, Linda M.
Human Resource Administrators
Cannon, Rosemary A.
Payne, Bernice C.
Office Manager
Daly, Susan J.

Contract Compliance

Director of Contract Compliance
Winston, George A.
Administrative Assistants
Redd, John H.
Doherty, Patricia A.
Administrative Secretary
Connor, Nancy E.

Graphic Design

Director of Graphic Design
Costa, William A.
Chief Graphic Designer
Moon, Daniel B.
Graphic Artist
Berens, Patrice P.



Note: City of Boston staffing also appears in the Secretary's Office (2) and Neighborhood Planning & Zoning (2).

FY92 WORK PROGRAM: KEY PROJECTS

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WORK PROGRAM

The annual Work Program is the major product of Program Budgeting, the BRA's 1987 initiative to improve the effectiveness of policy planning, management and oversight. Program Budgeting allows for better planning and control of both personnel and non-personnel expenses, while minimizing dependence on outside sources of revenue such as state and federal funding – the BRA has operated without any City contribution since fiscal 1987. It also provides managerial capacity for carrying out the BRA's functions with flexibility for changing economic conditions.

As was the case in 1986, the BRA's role has changed dramatically because of economic conditions. Nonetheless, the BRA is charged with insuring appropriate growth that is balanced across neighborhoods and districts, and between differing land uses. In these contexts, the BRA's basic responsibilities remain, but the focus of initiatives has changed. The BRA must again be the catalyst for growth and development, however, now without the benefit of funding formerly available from state and federal sources.

Program Budgeting includes the allocation of staff time and related expenses according to specific project needs. There are three principal benefits, as follows.

- First, management must take comprehensive inventory of all projects and initiatives, which are then prioritized. Departmental productivity goals can be established to help ensure staff focus. More advance planning is required, providing a more rational basis than line-item budgeting.
- Second, orientation based on projects (rather than functions) further facilitates better staff focus on bottom line results. Specific project goals and milestones become guides to daily activities.
- Third, the time management portion of the Program Budget identifies how time is spent and how staff can allocate themselves more efficiently.

The annual Work Program articulates the BRA's overall goals in the context of each department's activities and projects, listed in order of City and agency-wide initiatives and related key projects, then in descending priority levels. The annual Work Program is formulated over the course of each year under the leadership and daily management of the Director's Office and top departmental staff.

GENERAL COUNSEL DEPARTMENT

The Office of the General Counsel provides the Boston Redevelopment Authority with legal advice, represents the BRA in litigation, and is the BRA's counsel in real estate matters. The department also manages outside counsel retained for specialized litigation. The General Counsel plays a major role in conveying land and buildings owned by the BRA, in negotiating and reviewing financing documents for development projects and in supervising the real estate appraisal process.

Functions

- Negotiate, prepare, and review real estate transactions and financing documents for development projects.
- Provide opinions to the Board and staff on legal issues related to development projects, programs, and administrative matters.
- Supervise outside counsel for litigation brought by or against the BRA which requires specialized knowledge; if not supervised by the Director's Office.
- Represent the BRA in litigation matters.
- Negotiate, prepare, review, and amend agreements for Chapter 121A projects.
- Facilitate the transfer to the City of Boston of BRA owned land and buildings for which there are long term City uses.
- Appraise, determine land value and negotiate any parcels to be acquired by the BRA.
- Appraise and determine land value of BRA property for disposition.
- Preparation and/or monitoring of pertinent mortgage foreclosures and/or federal bankruptcy proceedings.

Document and Project Review Division

Provide the BRA with legal services to safeguard the BRA's interests and accomplish development projects with the appropriate legal documentation, serving as general counsel to the BRA Board and staff on all personnel matters, including but not limited to affirmative action, contract compliance, procurement, finance, management and development. Establish a value for the disposal of BRA owned property.

Key Projects.

Life Focus Center

Construction of building for mentally and physically impaired adults and children.

Parcel to Parcel 1

Prepare legal documents for Parcel 18 for office, garage and possibly retail. Prepares legal documents for Kingston/Bedford which will be an office building.

Parcel A, B, P-3, P-3a, & C

Prepare and review real estate transaction documents for Chinatown Parcels A, B, and C as 220 units of housing, 130 of which will be affordable, and associated community facilities.

Parcels 9 and 10

Provide legal assistance with regard to the development of Parcels 9 and 10 in coordination with the South End Development Policy Planning Process.

Dudley St. Neighborhood Initiative

Provide legal assistance to DSNI regarding its implementation of the development plan for Dudley Triangle.

Bricklayers Bldg. 104

Prepare legal documentation for Bricklayers Building 104, which is 24 units of affordable housing.

Fountain Hill Phase II

Prepare and review real estate transaction documents for Fountain Hill II as 34 units of housing, 11 of which will be affordable (HOP subsidy).

Winslow Court

Prepare UDAG documentation. Winslow Court consists of 24 condo units.

Douglass, Winslow, & Infill

Prepare necessary legal docu mentation required for financial workout plans for housing and disposition projects.

Priority 1: Reduce the 'A's land inventory by working with RES to transfer to the City land and buildings for hich the City has long term municipal uses and provide contract review services for dministration and Finance.

Priority 2: Preparation closing documents in connection with conveyancing of BRA parcels, financing of h using construction, sale of affordable housing units, and regulatory approval (under oston Zoning Code and M.G.L. c.121A) for residential and commercial development p ojects and workout plans.

Priority 3: Prepare doc mentation for public project funding.

Priority 4: Determine th fair reuse value for the disposal of property.

Litigation Division

Represent the BRA in tigation actions brought by or against the BRA and protect the BRA's nterests in these matters.

Key Projects

Roxse Homes v. BRA

Working with the firm of S hapiro, Hays & Kelly on this case. Pending in Supreme Court #83544.

Priority 1: Represent th BRA in litigation actions about development projects and actions on 121A projects.

Priority 2: Settle or disp se of eminent domain and other monetary damage cases.

Priority 3: Represent th BRA in personal and property damage matters.

POLICY DEVELOPMENT AND RESEARCH DEPARTMENT

The Policy Development and Research Department conducts research and analysis on Boston's economy to provide the basis for policy recommendations on planning and development matters. The department collects, creates, analyzes and provides information and projections on demographic and market trends.

The areas of research include trends and projections in population, employment, office and hotel, services and the "new economy"; the housing market; private development and public investment; fiscal, health, education, land use, neighborhoods; developments in Boston and elsewhere that bear on Boston's economy and social well-being.

Functions

- Provide analytic information on trends and prospects for the economy and population of Boston, neighborhoods, the office market prospects for the "new economy"; analyze strategy for growth of the state and metro region economies; analyze prospects for public investment, private development and financing; analyze national policy choices for quality of life and competitiveness.
- Research Boston's housing needs, market conditions, and neighborhood development potential to provide the demographic, housing, and market analyses necessary to formulate long-term planning objectives. Topics include: affordable housing trends and prospects for the nation's large cities; neighborhood based land use information systems.
- Respond to public requests, prepare economic, demographic and related analysis for neighborhood planning purposes.
- Publish economic reports, books and journals; hold conferences on planning and development issues; develop computer network for socio-economic information.
- Enhance our first class library in support of the Boston Redevelopment Authority's planning and development role.
- Develop spatial analysis and display of demographics, housing, and economic base geographies; develop use of our econometric model of the metro-region economy to analyze development policy impacts.
- Develop and recommend policy ideas.
- Respond to requests from the Director's office.

Demographic Research and Reports Division

Survey, research, analyze, and report on City of Boston population, neighborhood, attitudinal and socioeconomic trends. Recommend policy alternatives to address the needs of the people of Boston and to promote the development of affordable housing. Provide information to the public on the Boston Redevelopment Authority's activities and make available the Department's demographic and economic research through a publications program. Organize urban policy and planning conferences. Maintain the library for use by the public and staff.

Key Projects

1990 Census

Arrange, with U.S. Census bureau, the publication of 1990 Census information, by desired geographies; publish population estimate updates.

Priority 1: **Monitor the housing market, survey housing needs and publish reports.**

Priority 2: **Provide information and analyses for neighborhood planning and NPZ department.**

Economic Research and Reports Division

Conduct analytic research on Boston's economy, including its future prospects and potential, and recommend policy alternatives that foster economic growth; identify public sector roles, assess national policy choices, monitor development, advance use of modeling, econometrics, digital mapping, for economic research and analysis, and inter-industry relations.

Key Projects

Economic Trends

Review and report on current status of the Boston economy including trends in employment, unemployment, productivity income and related data.

Economic Impact Analysis of Development Projects

Use analytic tools to study the impact of development projects, and policy changes, on employment, income and tax revenue yields; examine impact of conversion of defense related industry.

Institutional/Medical/New Technology Potential

Monitor, analyze, and project the potential for institutional expansion, biomedical research, industry growth and high technology potential.

Office Market

Monitor and project the Office Market, Class A & Non-Class A, Boston and Metro Region and respond to special reports for analysis.

Priority 1: **Survey, Analyze, and project trends in the Boston economy and the market for key economic sectors, Boston, Metro-Region and State, including Employment Trends, Retail Trades, and Hotel and Tourism Market.**

Priority 2: **Public Sector Roles in Development planning, Boston and Massachusetts including Infrastructure, Environmental and Capacity-Based Planning, Fiscal Policy Alternatives, Educational & Occupational Needs, and MIT - Econometrics.**

ECONOMIC DEVELOPMENT DEPARTMENT

The new Economic Development Department will encourage, review and facilitate the development of projects and disposition of remaining BRA parcels in the downtown, Midtown Cultural District and Chinatown, as well as on the harbor and in waterfront neighborhoods, including the Charlestown Navy Yard, the Fan Pier and Fort Point district. All such development seeks to maximize the provision of public benefits and amenities such as public access to the waterfront and Harborwalk along the water's edge, plus the continuing improvement of water transportation infrastructure.

Working within the established guidelines of district plans, Economic Development staff reviews and analyzes commercial, cultural, retail and housing projects in accordance with Article 31. Included is environmental review and analysis.

The Downtown Development Division undertakes project management and financial analysis of all projects in the Midtown Cultural District and Chinatown. The Special Projects Division includes responsibility for complex major projects such as the proposed Genzyme facility at Allston Landing, the South Station Technopolis, and the North Station Boston Garden development.

FUNCTIONS

- Manage the Article 31 process for Downtown and Back Bay projects.
- Coordinate the development of Harbor projects
- Process the development of major public projects.
- Process the dispostion of the remaining BRA parcels in the Downtown, Midtown and Chinatown.

Downtown Development Division

Manage development review process pursuant to Article 31 for development proposals, giving particular emphasis to major capital investment projects which promote the new economy and Midtown Cultural District proposals. Manage or assist other departments in managing the disposition of selected publicly-owned parcels to achieve critical policy objectives. Manage or assist other departments in managing development review of major back office/medical research development proposals. Provide information and education on Boston's development review process. Make recommendations on Downtown Board of Appeal referrals.

Key Projects

Hinge Block

Conduct development review of Hinge Block proposal for a mixed-use office, residential, and retail project.

Milestones: Developer designation.

Custom House

Conduct development review of the Custom House. The original Custom House will be commercially redeveloped as a hotel in conjunction with 131 State Street with strict adherence to preservation standards and public access to historical areas.

Milestones: Lease execution. MHC/BLC approvals of Historic Structures Report. Construction Start

Commonwealth Center

Work with Citicorp-Mortgage in possession. Coordinate with Citicorp interim surface parking and market site for redevelopment.

Milestones: Redesign and analysis. Financial analysis. Prepare marketing strategy with mortgagee. Solicit new development proposals. Select development team. Start Article 31 review process.

Boston Crossing

Work with Manufacturer's Hanover - mortgagee in possession to market site for (i) redevelopment of Lafayette Mall/Hotel; (ii) potential inclusion of Hayward Place for development.

Milestones: Redesign and analysis. Financial analysis. Prepare marketing strategy with mortgagee. Solicit new development proposals. Select development team. Start Article 31 review process.

Priority: **For Downtown and Back Bay projects, manage the Article 31 development review process leading to recommendations as to requested zoning relief for priority projects. Particular milestones within the Article 31 process include the project notification forms and draft and final impact reports from developers and adequacy determinations from staff, which inform and promote decision-making with regard to development proposals.**

Harbor Development Division

Administer all public and private development projects in the Harborpark neighborhoods to ensure the maximum public benefit and compliance with planning and zoning policies. Manage the development review of major commercial and mixed use projects in the Harborpark area with particular focus on the Downtown Waterfront and Inner Harbor Piers. Manage or assist other departments in managing the disposition of selected publicly owned parcels that promote Harborpark policy objectives. Assist in planning and project review in Harborpark Special Study Areas and in areas adjoining the Downtown Waterfront and Inner Harbor Piers.

Key Projects

New Aquarium

Coordinate development of new Aquarium on CNY Parcel 5.

Milestones: Design review.

Central Wharf

Redevelop Central Wharf and Parcel A-3N in concert with New England Aquarium relocation to the Charlestown Navy Yard.

Milestones: Assist New England Aquarium in completing and releasing Request for Proposals to solicit developer interest in Central Wharf. Review of RFP submission and selection developer. Recommend tentative designation of developer to BRA Board.

CNY Building 105 and Ropewalk

Coordinate RFPs drafting and submission to the Secretary of the Interior for museum and other uses.

Milestones: Review Double Interpretive Loop with MHC, DOI and Landmarks Commission. RFP release.

Army Corps Clean-Up

Assist U.S. Army Corps in environmental clean-up of Charlestown Navy Yard.

Milestones: Work with Army Corps to get work scheduled with priority projects. Demolition and clean-up.

CNY Parcel 7

Develop Parcel 7 Phase I biomed research facility.

Milestones: Design review. Start construction.

Parcel 4

Coordinate hotel development on Parcel 4.

Milestones: Design review.

Priority: Implement disposition and development of Charlestown Navy Yard parcels in a manner consistent with the Master Plan.

Special Projects Division

Key Projects

Boston Garden

Conduct development review of the New Boston Garden Development. As currently planned, Phase I involves the construction of a multi-purpose sports arena adjacent to the existing Boston Garden. Phase II will include two buildings, one office and one office/hotel, an approximately 1,100-space underground parking garage and a multi-story public concourse. Four levels of retail and related uses, including train ticketing facilities, will be located in the bases of the office buildings surrounding the concourse. Phase III will create an office and/or hotel building on Nashua Street to the west of the new Boston Garden.

Milestones: Approval of contract documents for Arena.

Federal Courthouse

Support the planning, design, and development of the new Fan Pier Federal Courthouse.

Milestones: Resolve infrastructure plans needed to support Courthouse.

Boston Stadium

Support the planning, design, and development of the new Boston domed stadium to house the New England Patriots and other sports and convention events.

Milestones: Work with the Stadium Feasibility Committee to assess prospective locations, uses, designs and financing.

INSTITUTIONAL PLANNING AND DEVELOPMENT DEPARTMENT

This new department, composed of parts of two other departments, manages the master planning and development review process, including the coordination of community input and development of zoning requirements, for Boston's numerous institutions, which have continued to experience strong levels of operations and physical growth despite economic downturns. Institutional master plans have already been fashioned in concert with the community for several universities and hospitals. This planning process needs to be completed for the remaining institutions contemplating expansion and/or renovation in generally tight geographical confines. IPD also includes the BRA mapping division, and the office for Special Projects.

Functions

- Management of institutional master plans
- Management of institutional development
- Management of institutional related development

Institutional Planning Division

Develop and establish an institutional planning framework to allow the City of Boston and its neighborhoods to properly address the benefits and impacts of the potential expansion of medical, educational, and cultural institutions, within the context of the City's neighborhood planning, economic development, and land use planning. Establish an institutional plan for the City of Boston which allows growth to occur with maximum community benefits and minimal community impacts.

Key Projects:

South Station/Technopolis

Conduct development review of mixed-use phased air-rights project for institutional, governmental and commercial biotech research laboratories, supporting office space and a hotel. Manage Development and Design Review of South Station Air-Rights Project.

Milestones: Initiate all components of development review and complete air rights master planning

Allston Landing

Conduct development review for a commercial biotech research and development, and manufacturing facility with corporate headquarters office space.

Priority 1: Complete Institutional Master Planning and Longwood Medical Area Master Planning which will lead to the establishment of an institutional planning framework and coordinate institutional expansion with the city-wide Technopolis planning.

Institutional Master Plans

Initiate and complete reviews of Institutional Master Plans.

Milestones: Process the review of Master plans for Boston College and Tusts University.

Longwood Medical MP

Conduct Longwood Medical Area Master Planning with the Medical Area Service Corporation (MASCO).

Milestones: Initiate community and institutional reviews. Adopt master plan.

Priority 2: **Undertake project planning and development review processes for institutional development projects.**

Institutional Reviews

Conduct review processes for 9 proposed institutional development projects including; New England Medical Center 1C Clinical, SETSA / University Associates, Mass College of Art, and Shriners Burns Institute Replacement Facility.

University Associates

The University Associates project is a mixed-use development designed to provide for the long-term needs of the Boston University Medical Center for expanded and upgraded medical research and office space. The project includes the construction of four medical research/office buildings, a 240 room hotel and a 1,000 car parking garage over a ten year development timeframe.

Milestones: Review response to RFP. Issue PAD Article 31. Review a finalized Master Plan. Review Phase I Development Plan. Review Environmental Impact Report. Finalize LDA. Obtain BRA and Zoning Commission approval of a PDA designation. BRA issues adequacy determination plan and executive cooperation agreement.

Special Projects

Boston State Hospital Study

Boston State Hospital

Milestones: Prepare base maps for study areas. Organize overlays for study areas.

Mapping

Boston Zoning Map Revisions

Boston Zoning Map Revisions

NEIGHBORHOOD HOUSING AND DEVELOPMENT DEPARTMENT

The Neighborhood Housing and Development Department (NHD) works to ensure that residents of Boston's neighborhoods share in the many benefits produced by the area's economy. The department encourages the development and preservation of affordable housing, improves the environment in neighborhoods, and works to increase economic opportunities in neighborhoods that have been neglected in the past. In carrying out its mission, NHD seeks to actively involve residents in the broad range of its plans and projects.

Given the history of inadequate investment in many Boston neighborhoods, NHD programs use available resources to encourage greater private investment in these communities. They encourage the formation and growth of minority business enterprises and community-based nonprofit development organizations, and seek to maximize public benefits from private development projects.

Functions

- Undertake housing production programs which includes site identification, formulation of development programs, designation of development entities, and arranging for gap financing;
- Increase the supply of housing and public benefits through review of projects which require zoning relief;
- Implement the City and BRA goals of fair housing and affirmative marketing through screening, orientation, and monitoring of developers of covered housing, education of staff, and coordination with the Boston Fair Housing Commission;
- Rebuild neighborhood environments by formulating area plans which shape public and private actions;
- Encourage and assist in the formation and growth of entrepreneurial nonprofit community corporations and minority business enterprises; and
- Seek and support citizen involvement in all phases of the department's planning and implementation of programs and projects.

Housing Division

NHD will work to implement the BRA's housing policy by developing programs and projects to expand the supply of housing with an emphasis on creating units that are affordable to low-and moderate-income households and assisting in the siting and provision of special needs housing. The department will continue to improve access to affordable and market-rate housing in Boston.

Key Projects

Chinatown A

Assist in the development of Chinatown Parcel A Phase I, 19 units, 100% of which will be affordable. (All phases of Parcel A will consist of approximately 150 units, 60% of which will be affordable.)

Milestones: Secure financing commitment for Phase I. Apply to ISD, Board of Appeal. Board of Appeal hearing/approval. Final designation. Start construction.

Chinatown B

Assist in the development of Chinatown Parcel B, approximately 75-100 units of housing, at least 70% of which will be affordable.

Milestones: Secure financing. Apply to ISD, Board of Appeal. Board of Appeal hearing/approval. Final designation. Start construction.

Chinatown C

Assist in the development of housing which will consist of parking facilities in support of Parcels A nd B and other community services facilities.

Milestones: Refinance program. Design review.

CNY Building 104

Coordinate the construction of 46 low income elderly units in Building 104 in Charlestown's Navy Yard.

Milestones: Secure financing. Design development. Conveyance and construction start.

Helen Morton Family Center

Coordinate the development of the Washington Court/Helen Morton Family Center to build 88 units of housing (36 of which will be used as transitional housing for homeless women and children) and a 9,600 square foot day care/social services center.

Milestones: Negotiate acquisition. Initiate community review. Apply for financing. Secure financing. Start Construction. Construction.

C.A.B.

Develop C.A.B. as 15 units of housing, all of which will be affordable.

Lowell Square

Develop 130 affordable housing units Phase I at the Lowell Square site.

Milestones: Determine revised program. Begin community review. Apply for financing. Design review. Secure financing. Board of Appeal Hearing/Approval.

Priority 1: Pipeline Project Management - complete construction, marketing and occupancy for all developments which have started construction, including Roxbury Corners and Eagle Hill.

Priority 2: Financial workouts of development projects. Restructure debt and equity in projects by negotiating with financial instructions and identifying tenants, homebuyers or financing and marketing programs which offer assistance, including Fountain Hill, Taino Tower, St. James Estates and TDC.

Priority 3: Pipeline Projects Planning and Development - complete final arrangements and initiate construction on parcels already designated for development. Re-examine projects which have been designated for development to determine which can realistically begin construction in FY92. Assist designated developers in securing adequate gap financing to allow construction initiation. Projects include Sargent's Wharf, Lancaster House, 32 Dale and 7-8 Alvah Kittredge.

Community Development Division

NHD will expand economic opportunities that benefit residents of Boston's neighborhoods through the economic inclusion of the community in development, and enhancing the physical and economic environment of Boston's neighborhoods.

Key Projects

Parcel 18/Ruggles Center

Conduct development review for a mixed-use development at Parcel 18/Ruggles Center in Roxbury. This multi-phase project includes 3 office buildings, a hotel, and a garage.

Milestones: Execute sale and construction agreement. MBTA/BRA agreement. Design development approval for garage. Contract document submission for office and garage. Contract document approval for office and garage. Execute public parking covenant agreement with State.

P-3

Prepare marketing program and prospectus to solicit developer for P-3.

Milestones: Prepare final marketing brochure and prospectus for Parcel P-3 (and Southwest Corridor). Prepare final request for proposals. Prepare marketing survey. Issue brochure and prospectus to solicit potential developer interest. Prepare recommendation for RFP with NCAAA as development partner.

Dudley Square Plan

Complete preparation of the master plan and revitalization program for Dudley Square.

Milestones: Undertake community review of revitalization program. Complete final master plan report.

Parcels 9 & 10

Initiate disposition process for Parcels 9 and 10 under terms of DCPO MOA.

Milestones: Organize CAC according to terms of MOA. Undertake alternative use analysis with citizen advisory committee. Issue RFP.

Blair Site

Prepare interim use plans for the Blair site.

Milestones: Implement improvements. Evaluate success of interim improvements and recommend adjustments.

New Dudley Street II

Complete design plans for construction of New Dudley Street Phase II.

Milestones: Obtain community consensus on major design features of project. Gain 75% design approval from State DPW and Federal Highway Administration. Gain approval of 100% design and bid docs.

South End Development Policy

Work with the South End Working Group to complete the South End Development Policy Plan and bring the plan to the local community for review and comment.

Milestones: Complete revisions to the Development Policy Plan based upon recommendations for Lower Roxbury IPOD area; SETSA, Boston Center for the Arts Development Program; Franklin Institute; and other special study areas identified by the Working Group. Recommend rezoning for portions of the South End to implement the Policy Plan. Continued review of Policy Recommendations based on emerging statistics from the 1990 census. Detail recommendations for new housing, commercial development, open space, and community gardens on remaining vacant publicly-owned parcels in the South End/Lower Roxbury area. Begin to develop design review criteria for all vacant public and private properties consistent with adopted Development Policy. Continue conveyances to South End Land Trust. Continue to identify parcels appropriate for housing to begin to seek BRA Board approval to advertise these parcels for disposition. Secure final approval of Final Development Policy Plan. Initiate the public review of new housing recommendations for the South End. Seek BRA Board Approval of the Policy Plan and rezoning recommendations.

Boston State Hospital

Prepare report which provides an overview analysis of the development potential and constraints of the Boston State Hospital property and outlines actions the City might take to achieve timely development.

Milestones: Prepare work program for preparation of Phase II report based on feedback from policy makers regarding the Interim Report: Forest Hills Park. Prepare Phase II draft report: BSH: A Framework for Action. Prepare final report: Boston State Hospital: A Framework for Action.

Neighborhood Development Division

Priority: South End, Southwest Corridor and Dudley Square

SWC Parcels

Explore development opportunities for SWC Parcels P-3, 22a, and 25 with various development interests.

Milestones: Bring to close Flanagan's interest in P-3. Confirm development program for 22a with the Neighborhood Health Plan/Whittier joint venture.

MBTA Dudley

Coordinate MBTA planning affecting Dudley Square including reconstruction of Dudley Terminal, Orange Line replacement, and Washington Street reconstruction.

Milestones: Coordinate replacement service and Washington Street reconstruction with Dudley Square Master Plan.

Boston Center for the Arts / Franklin District

Continue to work with BCA on outstanding issues related to their future development program and current plans to develop Parcel 8 for parking.

Milestones: Review detailed design and financing plans for parking facility.

South End / Lower Roxbury Open Space Land Trust

As part of the South End Development Policy, identify additional BRA-owned parcels suitable for community gardens and proceed with conveyance procedures with the South End Land Trust.

Milestones: Proceed with the conveyance of second phase parcels to South End Land Trust. Continue conveyance of selected parcels. Complete conveyance of selected parcels.

Parcel R-87

Coordinate development of Parcel R-87, a twenty unit mixed-income housing project.

Milestones: RFP release. Tentative designation.

Parcel R-107

Coordinate development of Parcel R-107, a twelve unit mixed-income housing project and three commercial spaces.

Milestones: Financial and design review. Final designation. Construction start.

Parcel P-2

Develop Parcel P-2 as a forty-two unit housing project with 52% of the units being affordable. In litigation.

NEIGHBORHOOD PLANNING AND ZONING DEPARTMENT

Neighborhood Planning & Zoning conducts and implements planning analyses and zoning initiatives for the neighborhoods of Boston. The department coordinates the public review process, and responds to public requests regarding zoning.

Neighborhood Planning & Zoning oversees the revision and updating of the Zoning Code and provides land use law expertise in drafting and reviewing zoning changes. The department is liaison to and staff for the Zoning Commission, and develops environmental policies and plans.

Neighborhood Planning & Zoning performs institutional planning for the city and coordinates neighborhood input with institutional concerns. It also reviews institutional projects, conducts institutional master planning processes, and develops institutional zoning requirements.

Neighborhood Planning & Zoning integrates environmental policies and land use controls with economic policy to guide growth. The Department also develops regional growth management implementation measures, in particular regarding transportation, air quality, and economic growth issues. The Department reviews Board of Appeal applications, and provides recommendations on the referrals to the Boston Redevelopment Authority Board and Board of Appeal.

FUNCTIONS

- Perform neighborhood planning and zoning studies and master plans; conduct the interim planning and re-zoning process for each neighborhood.
- Develop and implement land use policies for the neighborhoods.
- Revise the Zoning Code; recommend to the BRA Board and Zoning Commissions and implement zoning code and map amendments.
- Complete land use plan and zoning for the Central Artery and develop long range implementation strategies to complete the plan.
- Coordinate institutional master planning process and development reviews with neighborhood planning and zoning processes.
- Review and make planning recommendations on Board of Appeal applications.
- Develop environmental and open space policies.

Neighborhood Planning Division

Develop and establish neighborhood interim zoning plans, conduct comprehensive planning studies, and coordinate related activities leading to the adoption of final zoning regulations. Research and analyze neighborhood zoning issues. Organize effective community participation in neighborhood planning and zoning activities. Coordinate inter- and intra-agency efforts relating to these functions. Review Board of Appeal cases, including but not limited to, variance and conditional use permit applications, interim planning permit applications, and planned development areas (PDAs). Facilitate design review by the Urban Design & Development department as required by the Board of Appeal.

Key Projects

Allston-Brighton

Complete Allston-Brighton permanent zoning and neighborhood plan.

Milestones: Petition Zoning Commission to adopt Allston-Brighton Neighborhood District Zoning.

Dorchester Avenue

Complete permanent zoning, urban design guidelines, and community plan for Dorchester Avenue.

Milestones: Complete community review of permanent zoning and neighborhood plan. Submit Dorchester Avenue Neighborhood District Zoning to BRA Board and petition Zoning Commission for adoption.

East Boston

Complete permanent zoning, urban design guidelines, and community plan for East Boston.

Milestones: Complete community review of permanent zoning and neighborhood plan. Submit East Boston Neighborhood District Zoning to BRA Board and petition Zoning Commission for adoption.

Jamaica Plain

Complete permanent zoning, urban design guidelines, and community plan for Jamaica Plain.

Milestones: Complete community review of permanent zoning and neighborhood plan. Submit Jamaica Plain Neighborhood District Zoning to BRA Board and petition Zoning Commission for adoption.

West Roxbury

Complete permanent zoning, urban design guidelines, and community plan for West Roxbury.

Milestones: Complete community review of permanent zoning and neighborhood plan. Submit West Roxbury Neighborhood District Zoning to BRA Board and petition Zoning Commission for adoption.

Priority: Carry out neighborhood land use and zoning policy, write Board of Appeal reviews and recommendations and revise the Zoning Code.

North End

Complete North End permanent zoning and plan.

Milestones: Complete community review of North End zoning and plan. Submit plan to BRA Board and Zoning Commission for approval.

Mission Hill

Adopt Mission Hill IPOD and begin zoning and land use analyses.

Milestones: Conduct land use and planning analyses with consistent community input. Adopt IPOD. Continue land use and planning analyses.

Mattapan

Adopt Mattapan IPOD and begin zoning and land use analyses.

Milestones: Conduct land use and planning analyses with consistent community input. Adopt IPOD. Continue land use and planning analyses.

South Boston

Initiate South Boston zoning and land use analyses.

Milestones: Initiate zoning and land use analyses.

South End

Assist Master Plan process for the South End concerning planning and zoning issues.

Charlestown

Assist in developing Charlestown IPOD.

Zoning Division

Recommend amendments to the Zoning Code for the Neighborhoods after promoting public review and comment on amendments. Provide technical assistance through zoning code revision. Provide land use law expertise in drafting and reviewing zoning changes. The Department is liaison to and staff for the Zoning Commission.

Integrate environmental policy and land use controls with economic policy to guide growth in the City. Work with State Executive Office of Environmental Affairs, MEPA Unit, Department of Environmental

Protection, Air Quality and Waterways Division, Coastal Zone Management, MAPC, Boston Transportation Department, Environment Department and Parks Department to develop other environmental programs that benefit the City including reforestation and open space planning.

Key Projects

New Zoning Code

Recodify the Zoning Code.

Beaches

Boston Beaches Revitalization Commission - staff and assist Commission on revitalization of beaches in Boston Harbor.

Milestones: Public hearings. Prepare and issue preliminary report. Prepare final report. Issue final report.

Priority: Manage all planning and development activities for Harborpark and the Fort Point District.

Harborpark Plan

Complete Harborpark Plan.

Milestones: Revise October 1990 Harborpark Plan consistent with EOEA approval. Initiate planning studies on water use and water transportation networks and special destinations and coordinate with EOEA.

URBAN DESIGN DEPARTMENT

Urban Design and Development provides comprehensive planning and design services for the downtown special studies areas and manages the Midtown Cultural District Plan. The Department reviews of all major projects, both private and public, within the Downtown and Back Bay areas. Urban Design and Development manages the disposition of all BRA and selected City owned land and buildings in central Boston. The Department reviews, with other BRA departments, major institutional and selected neighborhood residential and commercial projects.

FUNCTIONS

- Manage development and design review of downtown, selected neighborhood, and major institutional development proposals, with particular emphasis on priority projects of the BRA.
- Prepare and distribute developers kits for major BRA owned and selected City owned disposition parcels.
- Analyze the financial aspects of a variety of public and private development proposals.
- Contribute to the BRA's intensive downtown and neighborhood housing production efforts through direct project management and collaboration with other departments.
- Develop district design studies for the selected special study areas designated in the new Downtown Zoning and assist those departments completing comparable studies elsewhere in the City.
- Carry out design review on all projects in the downtown and neighborhoods approved by the Board of Appeals subject to BRA Design Review.

Downtown Planning Division

Develop and carry out a community-based, comprehensive planning process for each of the Downtown Special Study areas created by the Downtown Zoning. Coordinate other departments in preparation of Downtown Special Study Area analyses.

Assist NHD in carrying out Design Review for affordable housing projects. Make recommendation to NPZ staff on all neighborhood Board of Appeals projects and carry out Design Review on all such projects. Assist NPZ in all urban design studies that are identified as part of the various neighborhood rezoning programs.

Key Projects

Downtown Special Study Areas

Complete comprehensive community planning, urban design analyses and zoning for Special Study Areas created by Downtown Zoning: Financial District, and Stuart Street Blocks.

Milestones: Financial District: Zoning Commission, Stuart Street: BRA Board Public Hearing and Zoning Commission.

Park Square

Conduct development review of the Park Square parcel, the last remaining site in the Park Plaza Urban Renewal area, which is irregularly configured and relatively small. The Parcel-to-Parcel II Linkage development connects the Park Square site downtown to the Washington Street site in the South End. A portion of the economic value created by a mixed-use development comprised of office, residential, and retail space at Park Square will be used to leverage the development of homeownership and transitional housing on the neighborhood site. (Awaiting financing commitment.)

Design Review Division

Priority: Manage the disposition of publicly owned parcels and carry out design review functions for all neighborhood Board of Appeals, plus prepare recommendations for neighborhood plans.

Chinatown

Conduct disposition process/development review of Chinatown parcels, including Parcels A-B-C and Parcel P-12 (Don Bosco site).

Milestones: Parcel A, B, C Parcel Delivery Plan. Design Development Approval for Parcel 1B. Final Designation.

Landscape Design Division

Assist in the design and review of open spaces and projects to assure high quality landscape design of proposed open/public spaces. Prepare design guidelines and provide project coordination for public realm projects and private development on public land.

Key Projects

Freedom Trail

Assist in the organization of the Freedom Trail Revitalization Plan.

Priority 1: **Landscape design of Downtown Special Study Areas and Projects.**

Priority 2: **Landscape Design of Neighborhood Projects, including Neighborhood Open Space, Streetscapes, and Memorials**

Assist in the design competition and design program for memorials including the Holocaust Memorial, Beirut Memorial, Korean War Memorial and Coconut Grove Memorial; this is an ongoing project.

Capital Projects Division

Key Projects

Charlestown Streets

Transfer the construction contract of Charlestown Streets to Public Works.

Milestones: Request authorization to transfer street reconstruction contracts.

Mead Street Stairs

Charlestown Streets/Mead Street Stairs.

Milestones Bid the stair portion of W-4 contract. Submit low bid to BRA Board for Award. Award contract to Low Bidder. Construction begins for stairs.

Shawmut Avenue

Administer construction of Shawmut Avenue.

Milestones: Continue Close-out Certificate from contractor. Initiate punch list. Plant trees. Obtain Close-out Certificate from contractor.

Custom House

Site improvements for Custom House Tower.

Milestones: Submit consultant recommendation for Board approval. Sign consultant services contract. Complete Site survey and preliminary utility studies. Complete schematic design. Seek Board authorization to bid the project.

CNY Haul Road

Support activities for the CNY haul road in Charlestown.

Priority: Coordinate public improvement construction projects with city and state agencies as required for completion.

CNY Shipyard Park

Activate Shipyard Park with special features.

Milestones: File Browne Fund application for funding Workers Status. Issue RFP for Shipyard Worker's Statue. Install decorative bollards. Obtain proposals for Worker's Statue. Install anchors and artifacts. Issue contract for Worker's Statue.

Shawmut Avenue

Administer construction of Shawmut Avenue.

Milestones: Continue Close-out Certificate from contractor. Initiate punch list. Plant trees. Obtain Close-out Certificate from contractor.

Worcester Square

Complete construction of Worcester Square Park.

Milestones: Implement Change Order #4. Obtain Close-out Certificate from contractor.

CNY Pier 3

Pier 3, Charlestown Navy Yard.

Milestones: Complete cost estimate studies for various alternatives. Complete preliminary design for existing pier repairs.

South End Streets

Administer construction of South End Streets Contract J-2.

Milestones: Obtain Close-out Certificate from contractor.

Design Service Division

Provide design review services for selected development projects within the city. Assist in master planning for the Charlestown Navy Yard. Review all proposed projects in the Navy Yard for conformity with the

Master Plan and Rehabilitation Guidelines. Prepare development alternatives that complement the historic district and harbor pier development.

Conduct or coordinate the comprehensive review of the environmental and infrastructure impacts of all downtown projects, and any other project for which there is an "Environmental Impact Review" or a "Development Impact Project Plan" submission. Assist in planning studies which require impact assessments. Provide comprehensive mapping and model making services to BRA staff and other City departments. Maintain computerized mapping database. Maintain archives of project drawings, photographs, mapping documents, and inactive models.

REAL ESTATE SERVICES DEPARTMENT

The Real Estate Services Department manages and maintains properties owned by the BRA. These include land and buildings in various stages of the development. The Department also assists the City of Boston with special neighborhood cleanup programs, and is responsible for maintaining an inventory of BRA owned real estate to help in the assembly and disposition of parcels for development.

Functions

- Inspect, evaluate, and adequately maintain BRA owned properties.
- Manage security, landscaping, removal of debris and trash, minor demolition, elimination of health and safety hazards, and building repairs.
- Maintain, repair and renovate offices.
- Maintain complete records of liability insurance for tenants and contractors.
- Maintain real estate inventory records and manage the acquisition and disposition of property from other agencies.
- Assist in assembling land for development.
- Represent the Boston Redevelopment Authority at the City's Real Property Clearinghouse Project.
- Prepare monthly status reports on BRA owned property.
- Maintain, reproduce and update the inventory of city maps for the BRA's mapping reproduction unit.
- Ensure regular transportation between City Hall, Charlestown Navy Yard, and Archives locations.
- Prepare and administer equipment, service, and supplies contracts for the maintenance of BRA property.

Property Management Division

Maintain the BRA's land and buildings to maximize each property's value and potential benefit to the public according to all existing Federal, State, and municipal laws, codes, and regulations.

Priority: **Management of properties from acquisition to disposition - maintenance, liability insurance and property records.**

Real Estate Evaluation and Research Division

Conduct research on the acquisition, disposition, and evaluation of property for the BRA. Organize and assist in the acquisition, disposition, and evaluation of property by the BRA.

Key Projects

COB Open Space Transfers

Work with NHD and General Counsel to resolve outstanding tax issues on approximately 13 parcels to be transferred to the City of Boston for open space, parking, and housing uses.

Dedesignations

Work with NHD to dedesignate a half dozen inactive projects for future housing development.

Campus High

Complete transfer of Campus High parcel to City of Boston.

Carter School

Work with General Counsel to complete the transfer of the Carter School to the City of Boston.

Priority 1: Working in conjunction with General Counsel and other departments to reduce the BRA's building and land inventory by conveying appropriate parcels to the City of Boston and other public agencies.

Priority 2: Manage and monitor the land records (classification property codes) of all remaining BRA property until disposition.

Facilities Management Division

Maintain, repair, and renovate BRA offices and facilities. Provide courier and transportation services between City Hall and other offices. Also provide prints of maps, site plans and aerial photography to BRA staff, state, county, and city departments, as well as to the public.

Priority 1: Coordinate and manage facilities maintenance and computer inventory programs for all BRA's facilities and office equipment.

Priority 2: Conduct shuttle transportation and furnish courier services between BRA facilities and other locations.

Priority 3: Map sales, reproduction and word processing, copy and telephone support services.

ADMINISTRATION AND FINANCE DEPARTMENT

The Administration and Finance Department records and reports on the BRA's financial activities, develops and implements administrative policies and procedures, and provides the following services to all departments: human resources, administrative support, purchasing, and MIS.

Functions

- Manage and maintain the financial records and safeguard the assets of the BRA.
- Develop and carry out human resources policies and procedures, and employee training programs.
- Monitor affirmative action performance for all contracts.
- Implement the Minority and Women Business Enterprise Program.
- Provide staff support, including word processing, photocopying, switchboard, messenger and graphics services.
- Develop and maintain an interactive management information system.

Budget & Finance Division

Maintain the Financial Management System which includes keeping complete records of financial transactions and ensuring that accounting controls safeguard the BRA's assets.

Develop the annual operating budget, monitor and report on operating revenues and expenses, monitor the BRA's contractual agreements with vendors, developers and development groups, and monitor the BRA's purchases for compliance with the executive order on minority and women business enterprises.

Priority 1: **Maintain the BRA's financial management system, forecast revenues and expenses, and report on financial performance. Conduct independent and internal audits.**

Priority 2: **Monitor contractual agreements between the BRA and developers, development groups, and vendors (with particular attention to the Mayor's Executive Order on M/WBE vendors).**

Human Resources Division

Utilize human resource to implement organizational goals including: ensuring equal opportunities to minorities, women, disabled persons and Vietnam-era veterans; complying with federal and state statutes; and carrying out policies and programs to assist in the management of the workforce; and enhance contract compliance monitoring.

Key Projects

Downsizing the BRA Workforce

Work with staff to improve the efficiency and reduce the size of the BRA's workforce. Manage incentive plan and outplacement programs.

Priority 1: Comply with federal and state statutes.

Priority 2: Provide policies and programs to assist in management of workforce including Work Force Equity, Personnel Policy, Employee Handbook, Procedure Manual, Employee Training, and Summer Employment Program.

Priority 3: Provide support services.

MIS and Staff Services Division

Provide office support services needed to execute effectively the BRA's programs, including: central word processing, photocopying, mail distribution, messenger services, and switchboard operation. Provide computerized information management services to support financial record keeping, development, analysis, research, and general office functions within the BRA.

Priority 1: Provide Microvax programming and PC support to all departments as needed.

Priority 2: Provide purchasing services.